<u>Strawman Onboarding Package</u>
<u>ATB Managers' Meeting</u>
<u>26 June 2001</u>

ATB Design and Values – the process and ideals
Terminal Business Service (ATB) Values
ATB Organization – the structure that evolved
ATB Strategic Framework – planning
ATB Integrated Schedule with cost information
ATB Comms – accountability
FAQs
Elevator speech

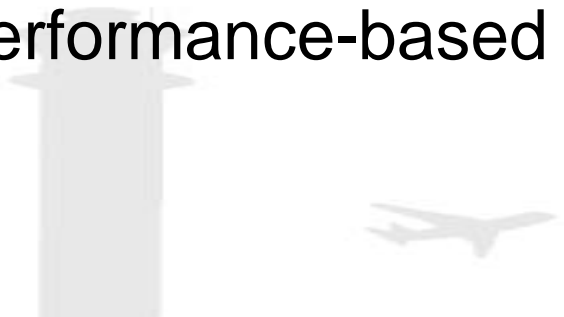# Terminal Business Service (ATB):
Design and Values

Background

- Things will be changing
  - AIR 21 legislation that created the Chief Operating Officer (COO) and the Management Advisory Council (MAC)
    - The MAC is in place
    - The ATS Subcommittee met January 31
  - President Clinton's executive order establishing the Air Traffic Organization as a performance-based organization
  - Designation of Norman Mineta as Secretary of Transportation
- Aviation is a special interest of the new Secretary
- We are at a crossroads
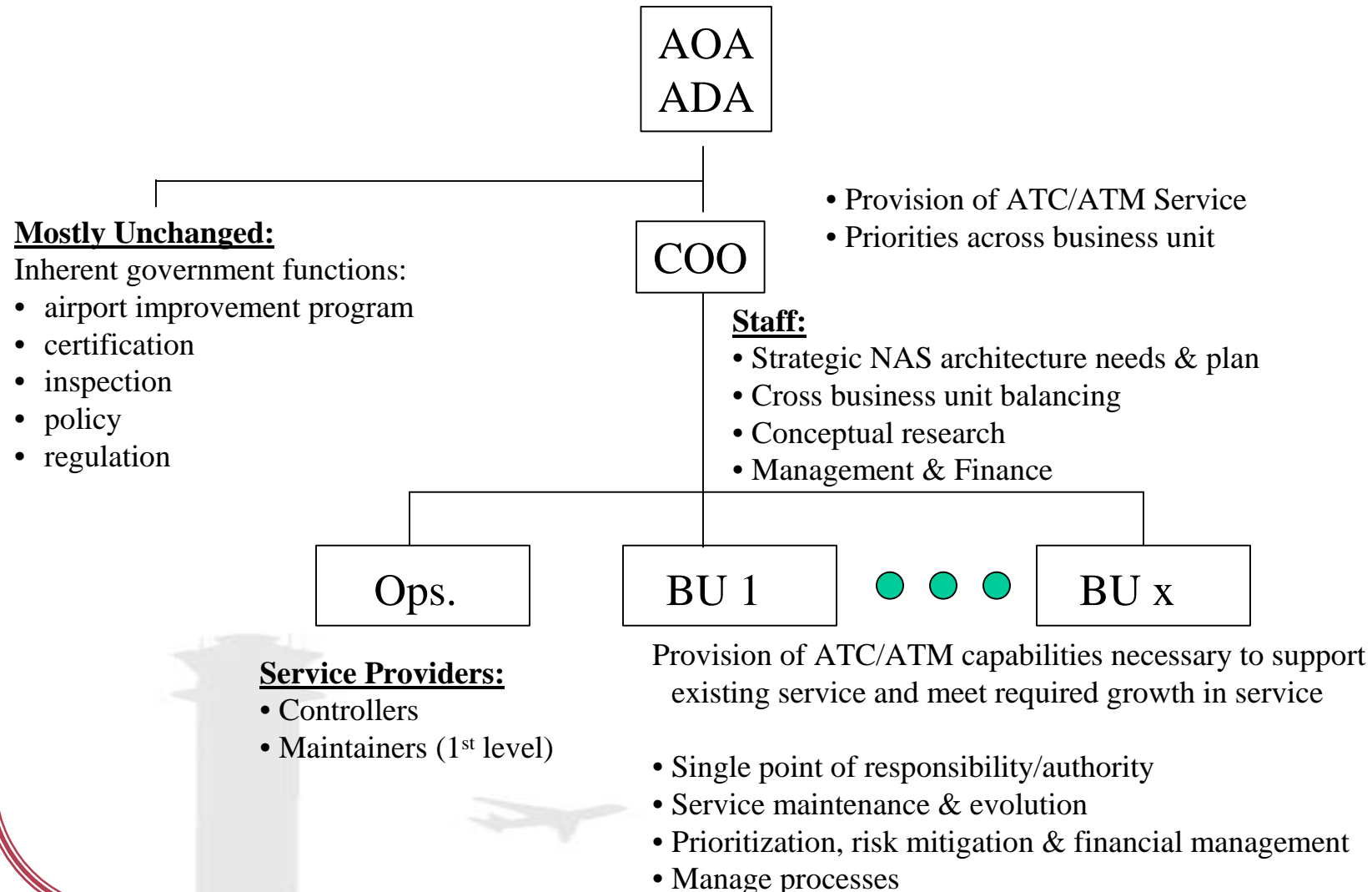
Why Change?

- NAS modernization is not finished
  - We have had successes and we have had missteps
  - The successes were difficult to attain
  - There is much work left to be done
- STARS
- We are the *only* ones who know what needs to change and have the power to do it
  - We acknowledge that we created the system
  - We have the ability to change it and make it better

The Opportunity

- The new organization will integrate acquisition and operations--to the benefit of both
- This is the next step on the path of successful NAS modernization
- It is a common sense solution
- We can lead the agency as it becomes a performance-based organization (PBO)

Context Assumption

AOA
ADA

COO

- Provision of ATC/ATM Service
- Priorities across business unit

Mostly Unchanged:
Inherent government functions:
- airport improvement program
- certification
- inspection
- policy
- regulation

Staff:
- Strategic NAS architecture needs & plan
- Cross business unit balancing
- Conceptual research
- Management & Finance

Ops.

BU 1

BU x

Service Providers:
- Controllers
- Maintainers (1st level)

Provision of ATC/ATM capabilities necessary to support existing service and meet required growth in service

- Single point of responsibility/authority
- Service maintenance & evolution
- Prioritization, risk mitigation & financial management
- Manage processes

4

Where Are We Now?

Core Processes	AUA	AND	ASU	ACT	AOS	ASD	ATP	ATQ	AFZ ATX	ARX	ARR	ARU	ARN	ARW	Axx	ANI	ANS	Union	AVN	AMA	AOZ	ASR	AOP	AML
Define it																								
Refine allocated requirements	X	X		X	X	X	X			X	X	X	X	X	X		X	X			X			
Validate needs	X	X			X	X	X			X	X	X	X	X	X		X	X			X		X	X
Refine and coordinate	X	X			X	X	X				X	X	X	X				X			X			
Develop interface requirements	X	X		X	X	X	X				X	X	X	X				X			X			
Allocate requirements	X	X			X	X			X		X					X	X	X			X			
Analyze and prioritize requirements					X		X				X	X	X				X						X	
Capture & baseline requirements	X	X			X	X	X				X	X	X	X			X	X			X			
Design it																								
Translate operational requirements into life-cycle system specifications	X	X			X	X						X	X	X				X		X	X		X	X
Conduct trade-offs for life-cycle requirements	X	X		X	X	X						X	X	X				X		X	X		X	X
Develop/refine architecture	X	X		X	X							X	X	X				X			X			
Define interfaces	X	X		X	X							X	X	X		X		X			X			
Develop design	X	X			X							X	X	X				X			X			
Validate design	X	X		X								X	X	X		X	X	X			X			
Place design under CM	X	X																			X			
Build it																								
Implement system design	X	X		X																	X			
Test system components	X	X		X								X	X	X				X			X			
Develop documentation	X	X		X														X			X			X
Develop training material	X	X		X														X		X	X			X
Integrate system	X	X		X	X																X			
Execute system level testing	X	X	X	X	X			X				X	X	X	X			X			X		X	X
Conduct deployment readiness	X	X		X	X											X	X	X	X		X			
Deliver it																								
Develop individual site plan	X	X		X	X											X	X	X	X		X			
Deliver, install & check-out hardware																								
Develop and maintain site adaptation	X	X		X												X	X	X	X		X			
Deliver, install & check-out system	X	X		X	X											X	X	X	X	X	X			
Conduct training	X	X			X				X				X	X	X			X	X		X			
Upgrade site specific documentation	X	X			X											X	X	X	X		X			
Conduct JAI	X	X	X		X			X				X	X	X	X	X	X	X			X		X	
Transition system to operational status	X	X			X		X					X	X	X	X	X	X	X			X			
Support It (2nd Level)																								
Collect & document problem information					X		X		X		X	X	X	X	X	X	X	X		X			X	X
Provide 24/7 phone or on site assistance, as necessary					X											X								
Determine cause of problem					X		X		X							X	X	X	X					X
Provide problem fix					X											X	X	X	X	X				
Identify development needs	X	X			X		X		X		X	X	X	X	X	X	X	X		X	X		X	X
Capture problems for further analysis					X		X		X	X						X	X	X	X				X	X
Provide feedback to problem/recommendation originator					X		X		X							X	X	X	X		X		X	X

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What This Means To You

- The field has been making do with declining resources and crumbling facilities
- Forced to work around the system, not with it
- Conflicting direction
- "Just get it done"

Terminal Business Service: ATB

Mission:

The provision of integrated terminal
air traffic control capabilities

Key Deliverables

Automation
Buildings   **Now**
Surveillance
Communication Systems
Telecom
Later   Weather
Surface

Design Approach

- Build a structure based on the processes that drive the work.

- Decide what to incorporate when based on
  - Characteristics of the work
  - Alignment of authority and accountability
  - Management of key risks
  - Manageable initial scope

Terminal Business Service

- People and resources aligned against the most critical needs
  - Coordinated investment and risk management
  - Integrated planning across projects
  - A structured replanning methodology that limits distribution to other activities
  - Communication across the entire organization that leads to improved decision making and coordinated action
- People at every level of the organization focused on provision of integrated capabilities

Terminal Business Service

- A single set of shared priorities
    - Accountability associated with provision of integrated capability
    - Decision making that is timely, at the appropriate level, and closer to the point of service delivery
- Responsibilities
    - Provide terminal air traffic control capabilities to controllers and systems specialists (controllers and systems specialists are outside ATB)
    - Begins with allocating requirements within ATB and will continue through 2nd-level maintenance
    - Integrates planning and funding
    - Merges processes (to provide better hand-offs, transitions)

Terminal Business Service (ATB)
(Functional Structure)

```
                                              ATS
                                               |
                                              ATB
                                               |
        _____
       |                        |              |                 |
   Plan &                 Communication    Resource
   Integration                              Management
       |
  _____
 |          |          |          |
Budget    Plan,      Req. Trades,  QA
Cost Act. Measure,   Research
          Risk
```

```
..._____
   |                |                        |                    |      ...  |      |
Surveillance*    Facilities              Automation              R1         R9    DoD
   |                |                        |                    |               Regions
 _____          _____              ___                 Implementation
|     |        |       |            |___|                  Support
ASR-11 ASR-9  Large   Mod. &          |
             TRACON   Sustain     _____
                                 |         |         |
                               STARS      IIIA     CARTS
                                 |       OSF & Sys    |
                           _____            _____
                          |    |    |    |       |       |    |    |
                         EDC  FS1  FS2  Field  D,D,B,d,S SYS OSF ... OSF
                                        Support
                             D,D,B,d,S  OSF & Sys
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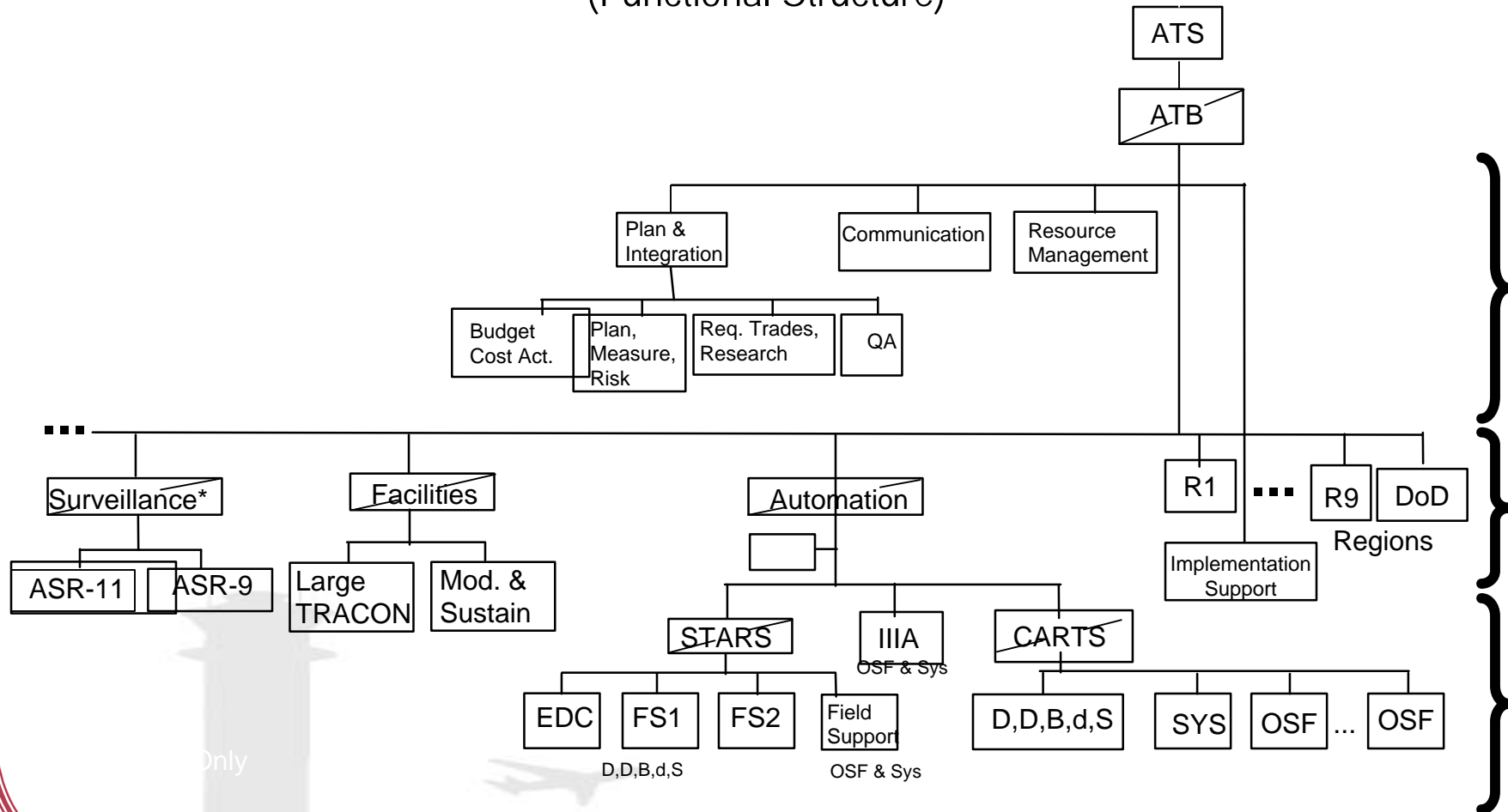
Purpose of ATB

- Alignment
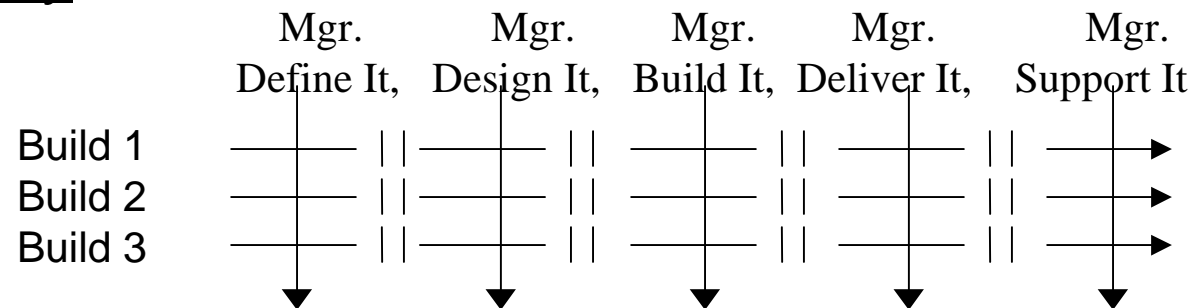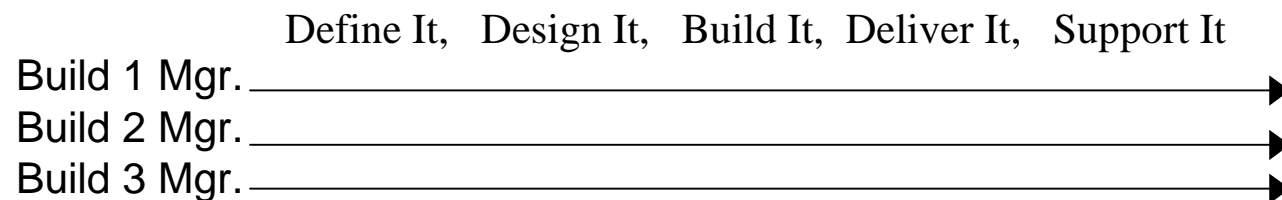- Integration
- Stability
- Equity

Alignment

- Change in accountability
- We are being measured against different criteria
- Not just deployment--provision of integrated capabilities
  - We do not get rewards by just delivering--we are accountable for how it works today and in the future
- Employees will be accountable to the work, as opposed to the functional structure

ATB Accountability

Today

Mgr. Define It,   Mgr. Design It,   Mgr. Build It,   Mgr. Deliver It,   Mgr. Support It

Build 1
Build 2
Build 3

After ATB

Define It,   Design It,   Build It,   Deliver It,   Support It

Build 1 Mgr.
Build 2 Mgr.
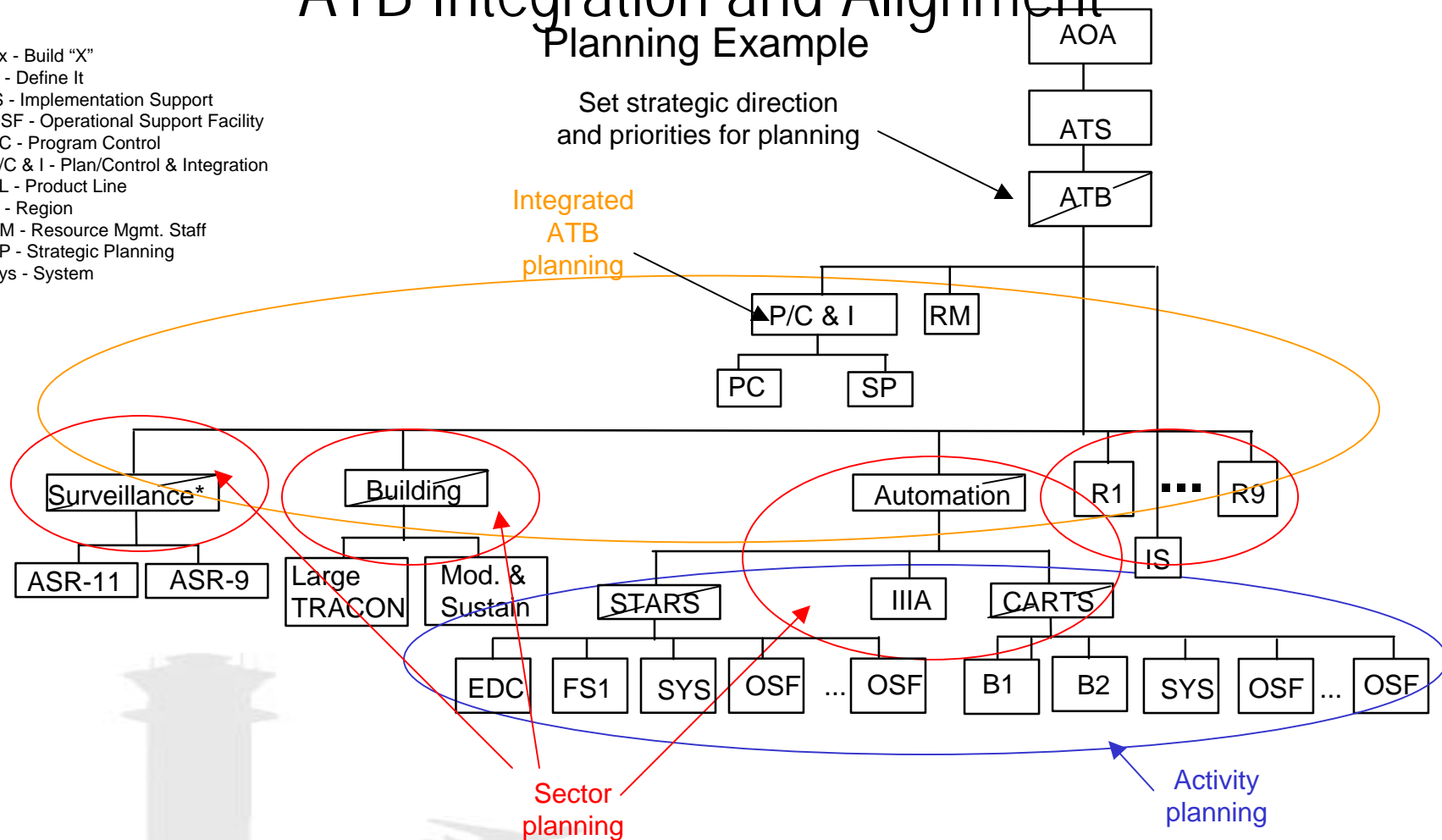Build 3 Mgr.

Integration

- Measure success against the provision of integrated capabilities
    - What you need, when you need it
- Integrated planning based on needs
    - One shared set of priorities
- Integrated execution

ATB Integration and Alignment
Planning Example

Bx - Build "X"
D - Define It
IS - Implementation Support
OSF - Operational Support Facility
PC - Program Control
P/C & I - Plan/Control & Integration
PL - Product Line
R - Region
RM - Resource Mgmt. Staff
SP - Strategic Planning
Sys - System

Set strategic direction
and priorities for planning

AOA

ATS

ATB

Integrated
ATB
planning

P/C & I

RM

PC

SP

Surveillance*

Building

Automation

R1

■ ■ ■

R9

IS

ASR-11

ASR-9

Large
TRACON

Mod. &
Sustain

STARS

IIIA

CARTS

EDC

FS1

SYS

OSF

...

OSF

B1

B2

SYS

OSF

...

OSF

Sector
planning

Activity
planning

*Initially - Planning Only

Stability

- Budgets change; things happen
- We are designing an organizational process that stabilizes us against budget changes; it does not amplify them
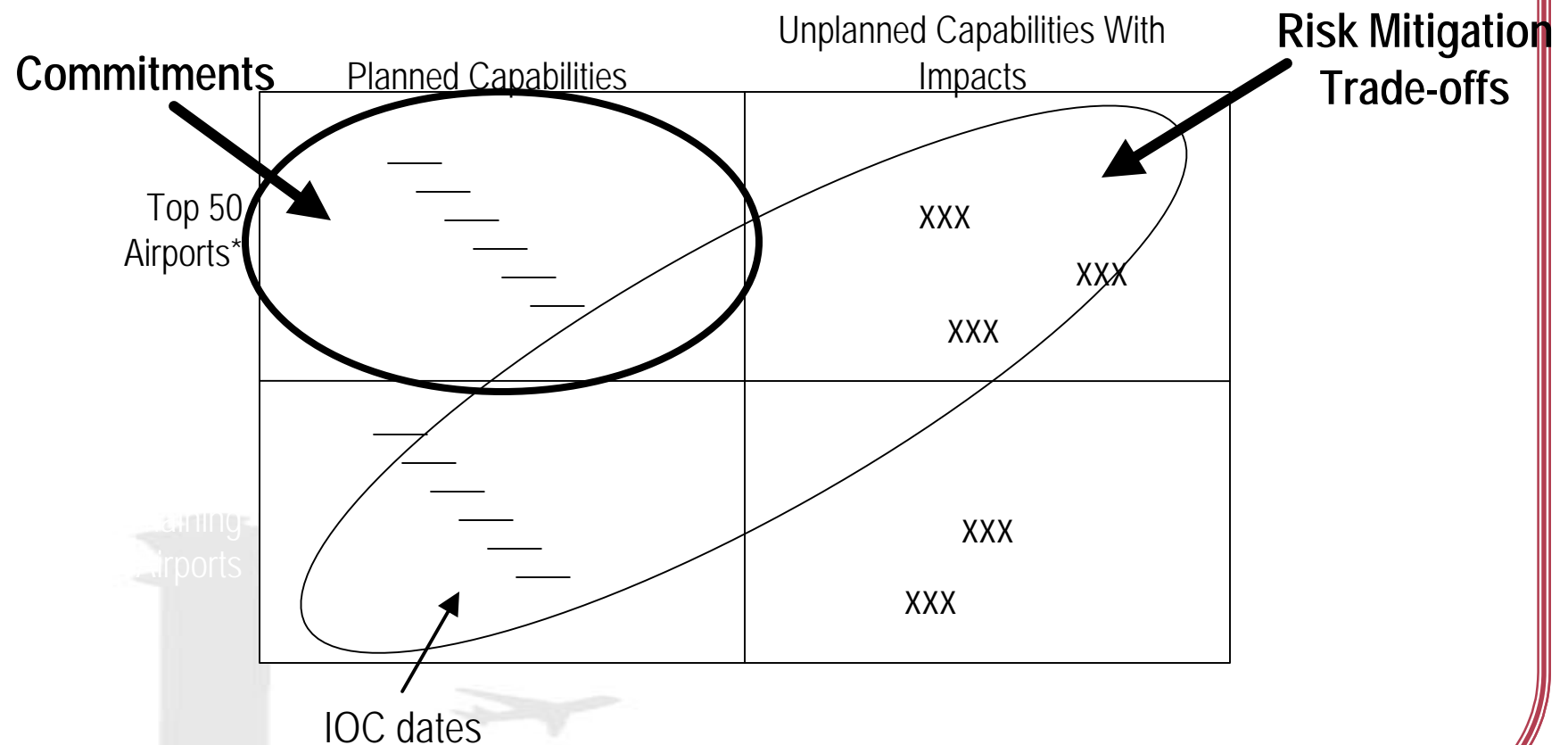- Politics will always be a factor

Equity

- All urgent requirements get the same treatment, regardless of where they originated

    - Risks that develop in the Regions are treated just like risks that are identified at Headquarters

ATB Budget Trade-Offs

Results We Expect To See

- Shared priorities
  - Reduced rework
- A single integrated plan
  - Reduced disconnects and replanning
  - More efficient and effective use of workforce
- Integrated response to budget instabilities
  - Limit programs and capabilities impacted
- Merged processes
  - Increased accountability and responsibility
  - Inclusion of all skills and people
    - Increased communication and ownership
    - Reduced "finger pointing"
  - Integrated, web-based tools to manage priorities, integrated schedule, budget, CM, etc.

<u>We Value:</u>

HONEST, OPEN & TIMELY COMMUNICATION
- We transmit, listen, reflect, respect, and respond.
- We provide feedback, follow-up, and follow-through.

ACCOUNTABILITY & RISK TAKING
- We hold ourselves and each other accountable for delivering integrated terminal ATB capabilities.
- We take risks when it is appropriate and responsible to do so.
- Innovation is expected and supported.
- We do not allow the ATB to fail by failing to take action ourselves.

OUR CUSTOMERS
- The customer determines the value of capabilities we deliver.
- We provide business solutions based on needs:
1. The public
2. Aviation community
3. Service partners
4. ATB employees
5. FAA management
6. Executive and legislative branches

OUR PEOPLE
- We invest in human capital by providing opportunities to enhance capability, currency, and competency.
- We encourage and recognize hard work that delivers results, while acknowledging the needs of the employee.

SOUND DECISION MAKING
- Our decisions are:
  - Rational
  - Information-based
  - Appropriate to our level of authority
- We record and communicate our decisions, vertically and laterally.
- We accept sound business decisions and act on them.

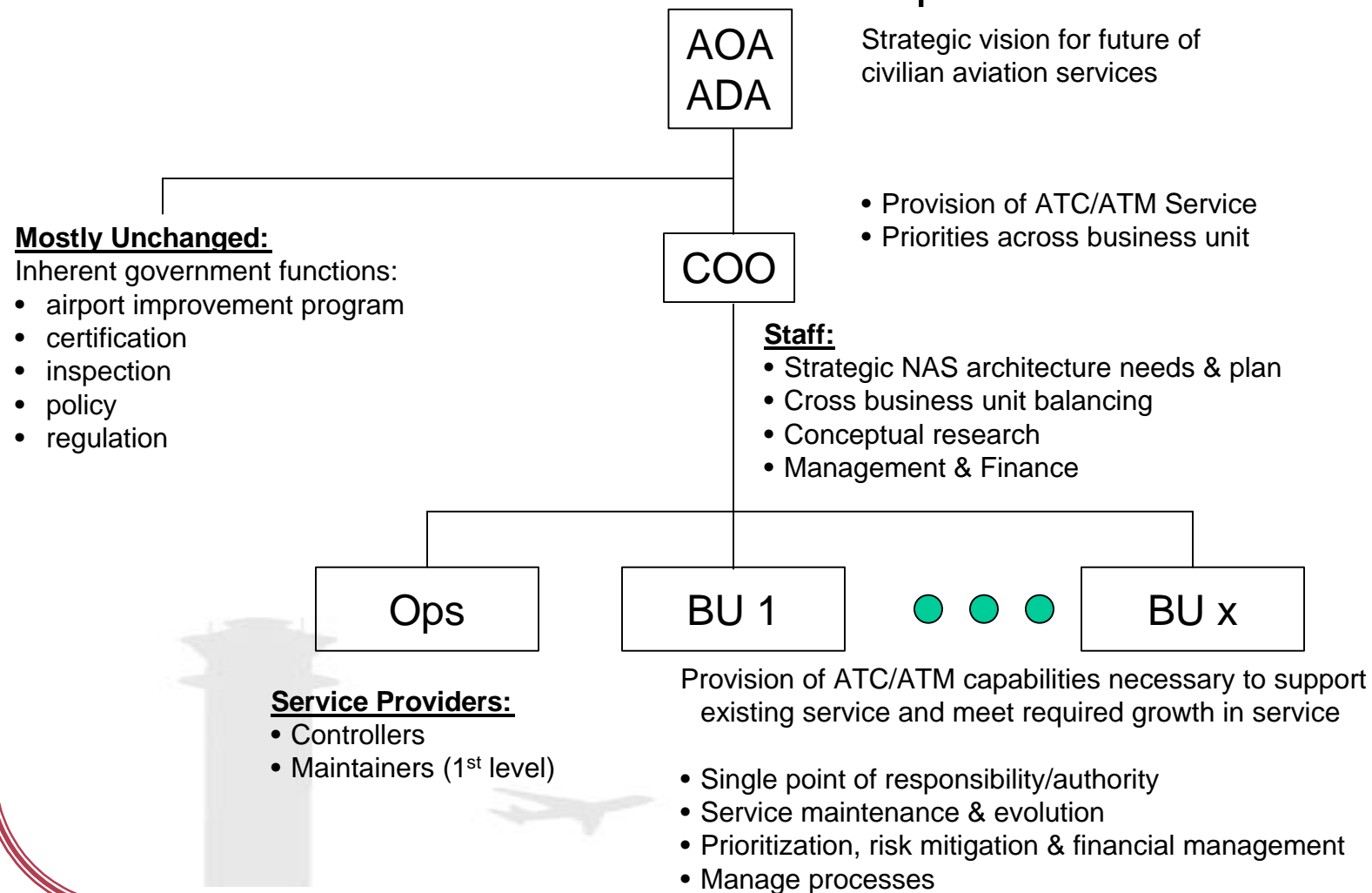# Terminal Business Service (ATB): The Organization

DRAFT - June 22, 2001

Establishing ATB

- The Administrator decided in October 2000 that she needed business improvement right away

- She tasked Bill Voss (formerly the director of the Office of Air Traffic Systems Development) with creating a "Terminal Business Unit" to improve processes, focus accountability, and improve performance.

- The notice establishing the Terminal Business Service (ATB) was released in January 2001

Context Assumption

AOA ADA — Strategic vision for future of civilian aviation services

• Provision of ATC/ATM Service
• Priorities across business unit

COO

Mostly Unchanged:
Inherent government functions:
- airport improvement program
- certification
- inspection
- policy
- regulation

Staff:
• Strategic NAS architecture needs & plan
• Cross business unit balancing
• Conceptual research
• Management & Finance

Ops   **BU 1**   ● ● ●   **BU x**

Service Providers:
• Controllers
• Maintainers (1st level)

Provision of ATC/ATM capabilities necessary to support existing service and meet required growth in service

• Single point of responsibility/authority
• Service maintenance & evolution
• Prioritization, risk mitigation & financial management
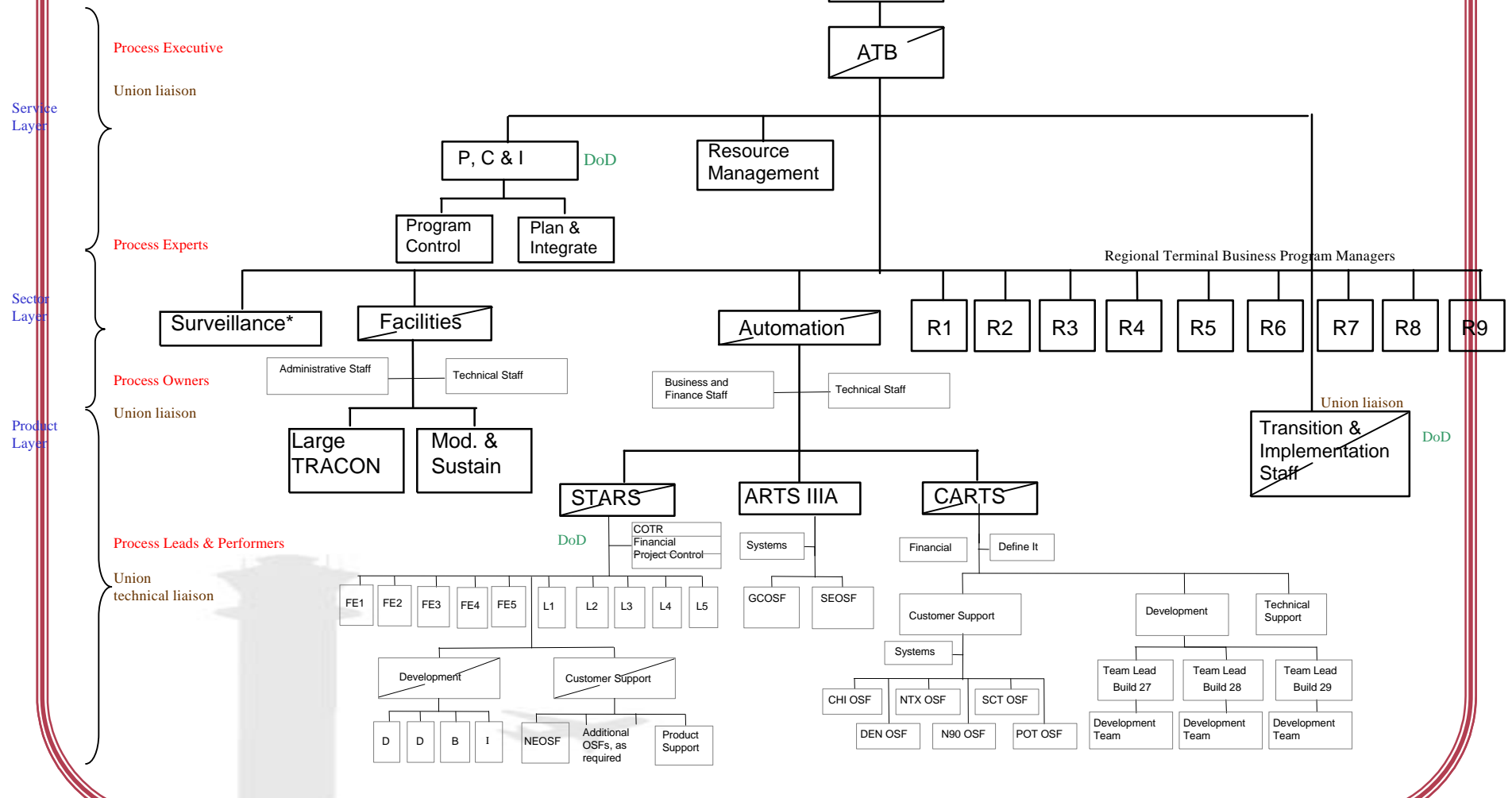• Manage processes

2

Scope of ATB

- Initial scope
  - Integrated planning for automation, facilities, surveillance, communications, and weather
  - Execution of automation and facilities programs
  - From requirements to second-level maintenance
- Personnel - 300+
- Budget Line Items
  - Budget Line Items - plan 31, execute 17
  - CIP items - plan 54, execute 22
- Total integrated budget of close to $1B
  - Combines F&E & Ops

Terminal Business Service

- A single set of shared priorities
  - Accountability associated with provision of integrated capability
  - Decision making that is timely, at the appropriate level, and closer to the point of service delivery
- Responsibilities
  - Provide terminal air traffic control capabilities to controllers and systems specialists (controllers and systems specialists are outside ATB)
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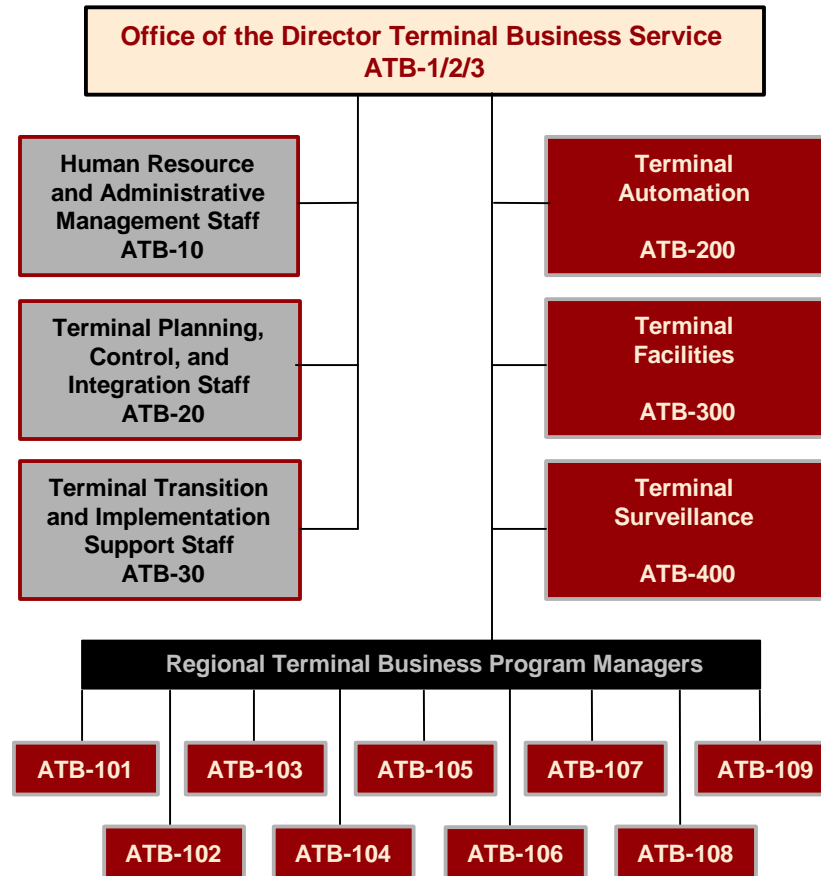
ATB - Initial Organization Structure

Service Layer · **Sector Layer** · **Product Layer**

Process Executive
Union liaison

Process Experts

Process Owners
Union liaison

Process Leads & Performers
Union technical liaison

AOA → ATS → ATB

P, C & I — DoD
Resource Management

Program Control
Plan & Integrate

Regional Terminal Business Program Managers

Surveillance*
Facilities
Automation
R1 R2 R3 R4 R5 R6 R7 R8 R9

Administrative Staff
Technical Staff
Business and Finance Staff
Technical Staff

Large TRACON
Mod. & Sustain

Union liaison
Transition & Implementation Staff — DoD

STARS — DoD
ARTS IIIA
CARTS

COTR Financial Project Control
Systems
Financial
Define It

FE1 FE2 FE3 FE4 FE5 L1 L2 L3 L4 L5
GCOSF SEOSF

Development
Customer Support
Customer Support
Development
Technical Support

Systems

D D B I
NEOSF
Additional OSFs, as required
Product Support

CHI OSF NTX OSF SCT OSF
DEN OSF N90 OSF POT OSF

Team Lead Build 27
Team Lead Build 28
Team Lead Build 29

Development Team
Development Team
Development Team

5

Union participation
Process involvement
DoD involvement

FE - Functional Expert
L- Project Lead
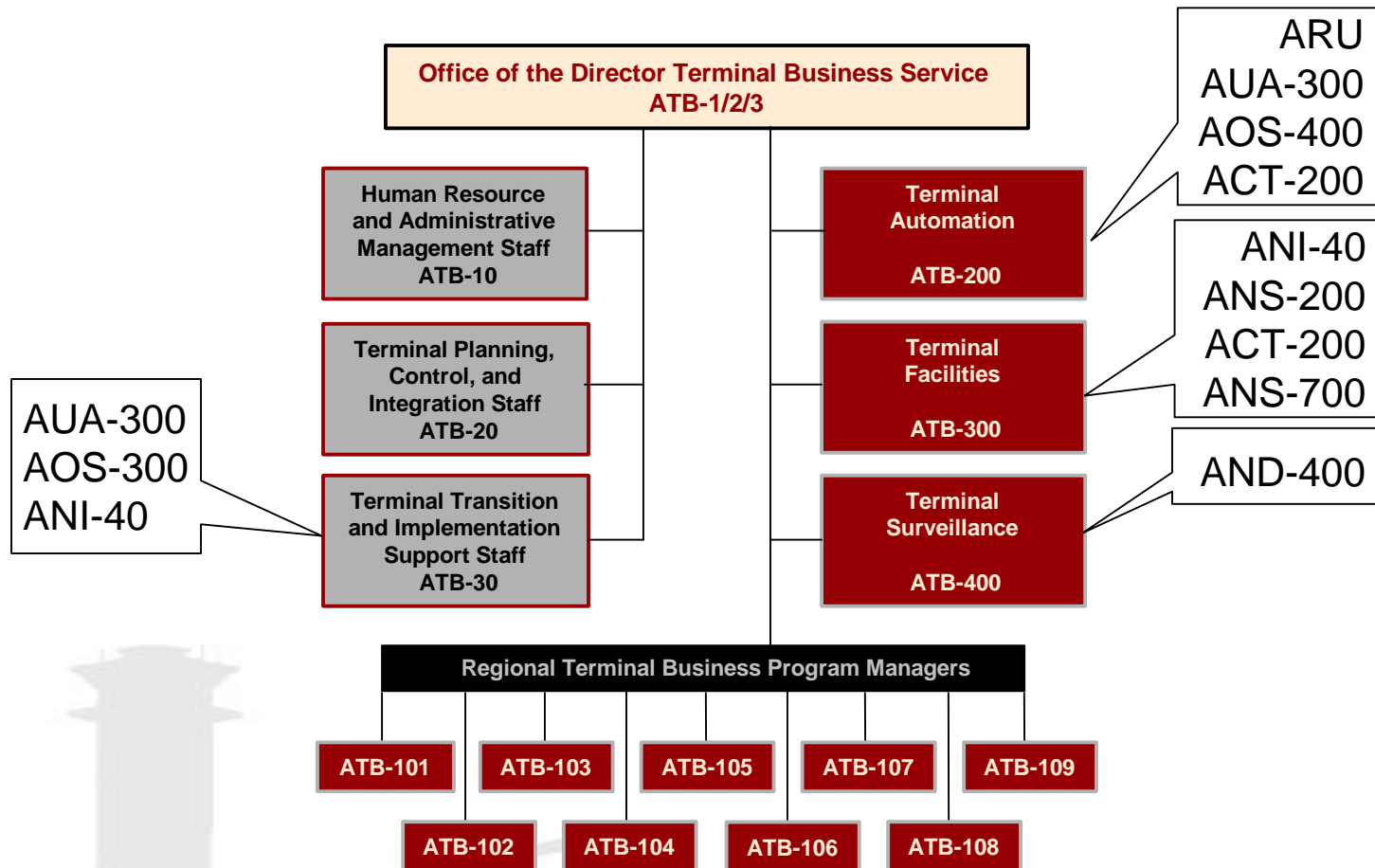D,D,B,I - Designee It, Define It, Build It, Infrastructure

Supervisor
Supervisor and deputy
Team lead, non-supervisor

P, C & I - Planning, Control & Integration
R - Region
*Initially - Planning Only

ATB Organization

Office of the Director Terminal Business Service
ATB-1/2/3

Human Resource and Administrative Management Staff
ATB-10

Terminal Planning, Control, and Integration Staff
ATB-20

Terminal Transition and Implementation Support Staff
ATB-30

Terminal Automation
ATB-200

Terminal Facilities
ATB-300

Terminal Surveillance
ATB-400

Regional Terminal Business Program Managers

ATB-101 **ATB-103** **ATB-105** **ATB-107** **ATB-109**

ATB-102 **ATB-104** **ATB-106** **ATB-108**

Organizations Joining ATB

Office of the Director Terminal Business Service
ATB-1/2/3

Human Resource and Administrative Management Staff
ATB-10

Terminal Planning, Control, and Integration Staff
ATB-20

AUA-300
AOS-300
ANI-40

Terminal Transition and Implementation Support Staff
ATB-30

Terminal Automation
ATB-200

ARU
AUA-300
AOS-400
ACT-200

Terminal Facilities
ATB-300

ANI-40
ANS-200
ACT-200
ANS-700

Terminal Surveillance
ATB-400

AND-400

Regional Terminal Business Program Managers

| ATB-101 | ATB-103 | ATB-105 | ATB-107 | ATB-109 |

| ATB-102 | ATB-104 | ATB-106 | ATB-108 |

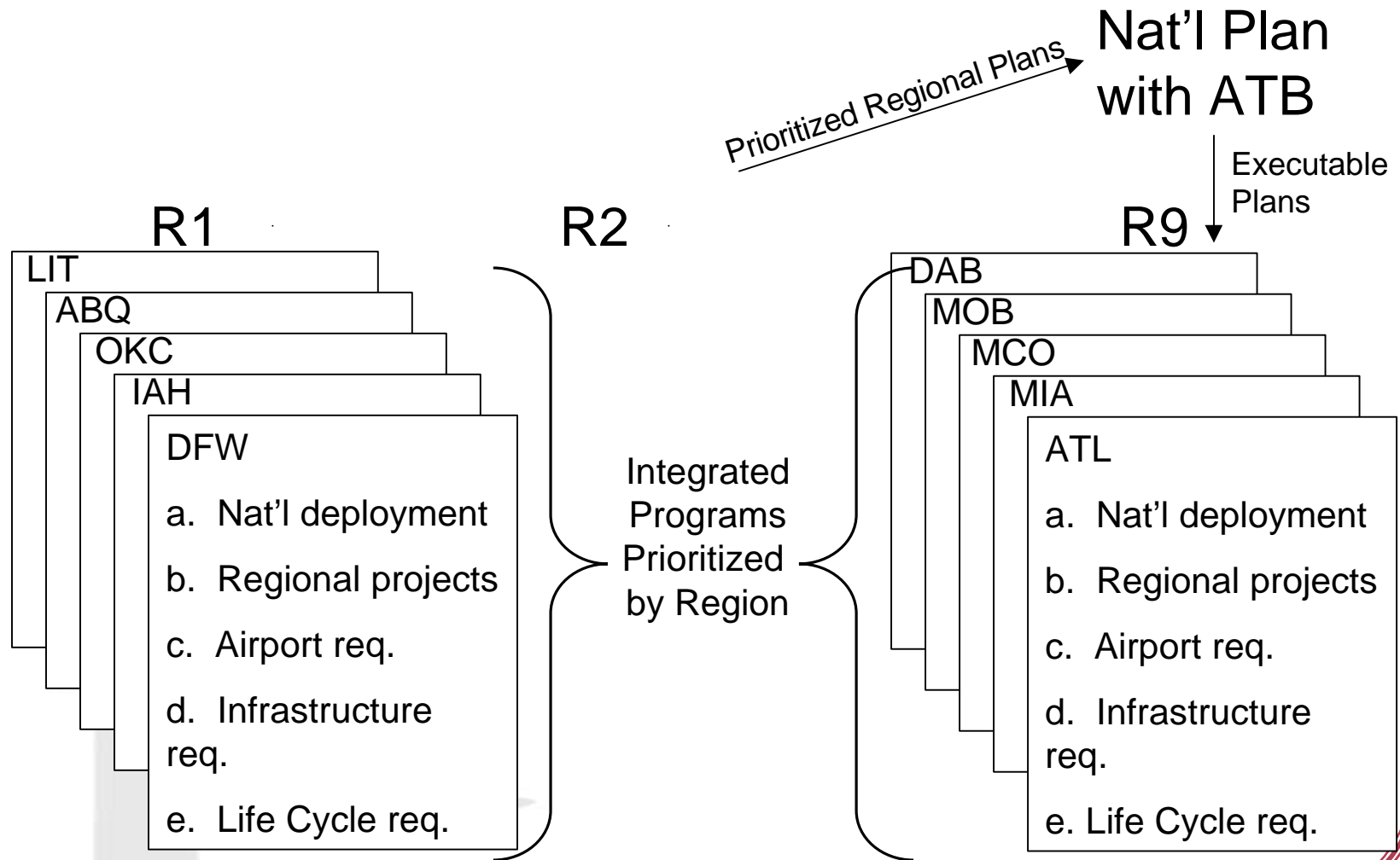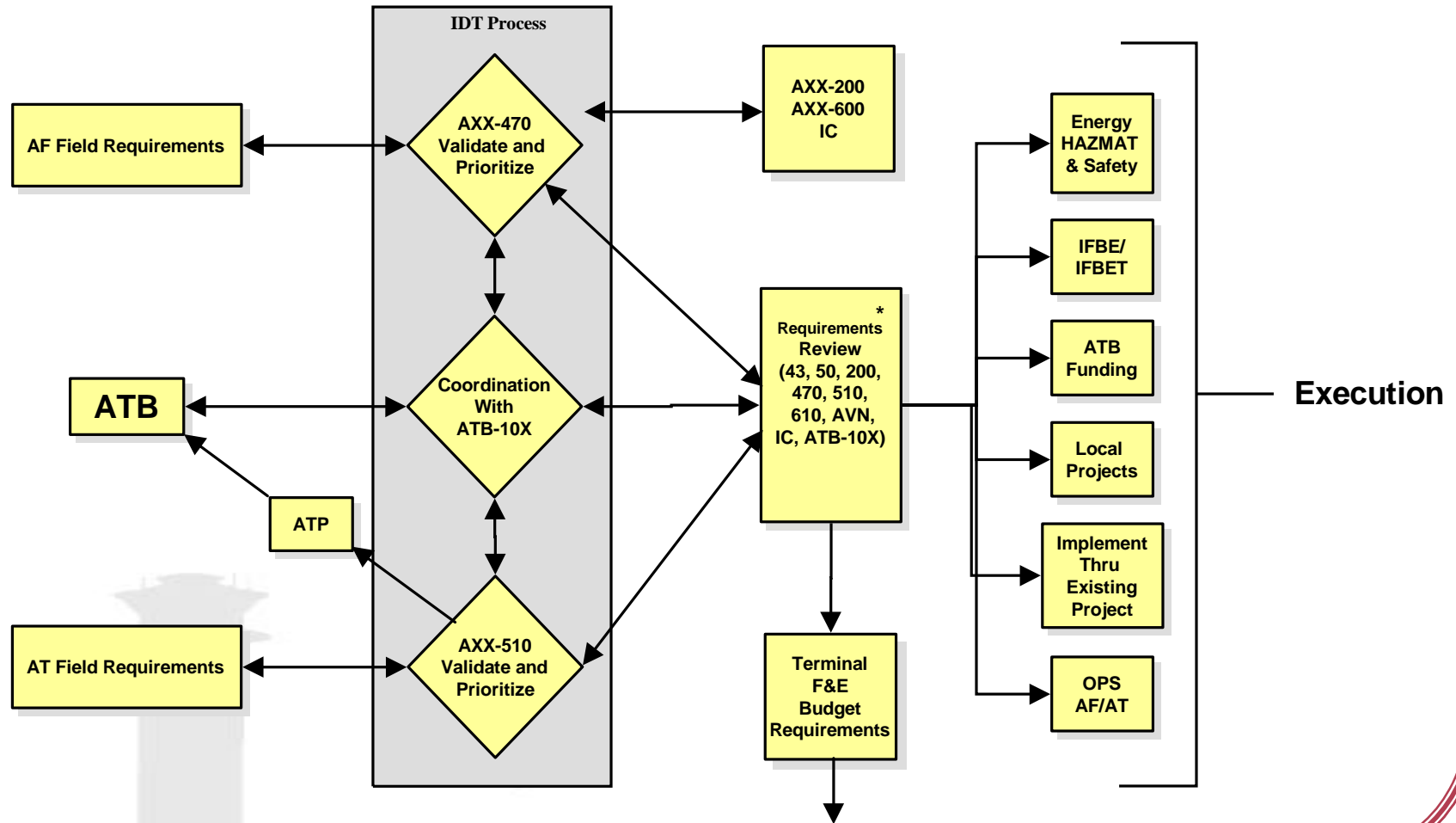| ATB-20	ATB-200/300/400	ATB-30	ATB-100s
Integrated Terminal Work Plan Process Owner	Provides national component to ITWP	Provides implementation considerations in development of ITWP	Provides regional component to ITWP
Provides guidance, templates, and design	Ensures horizontal equipment dependencies	Advocates regional requirements	Facilitates prioritization and validation at regional level
Advocates resources	Projects to enhance Terminal capabilities	Assures resources are provided for ITWP	Administers regional process for planning and execution
Administers process	Incorporates life-cycle requirements	Process owner for implementation	Tracks and reports accomplishments
Validates cost benefits	Assesses integrity of Terminal infrastructure	Oversees execution of ITWP	Executes the regional portion of ITWP
Establishes national priorities	Performs direct work IAW ITWP.	Integrates all projects, regions, sectors, and stakeholders	Integrates all aspects of work at site level
Oversees and maintains ITWP	Applies allocated resources	Provides ongoing validation of execute-ability of the ITWP	------
Assists in issue resolution	Assists in issue resolution	ATB focal for implementation issue resolution	Regional focal point for issue resolution and workarounds
Replanning	Participates in replanning	------	------
------	Provides second level support	------	------

Requirements and Planning

Execution

8
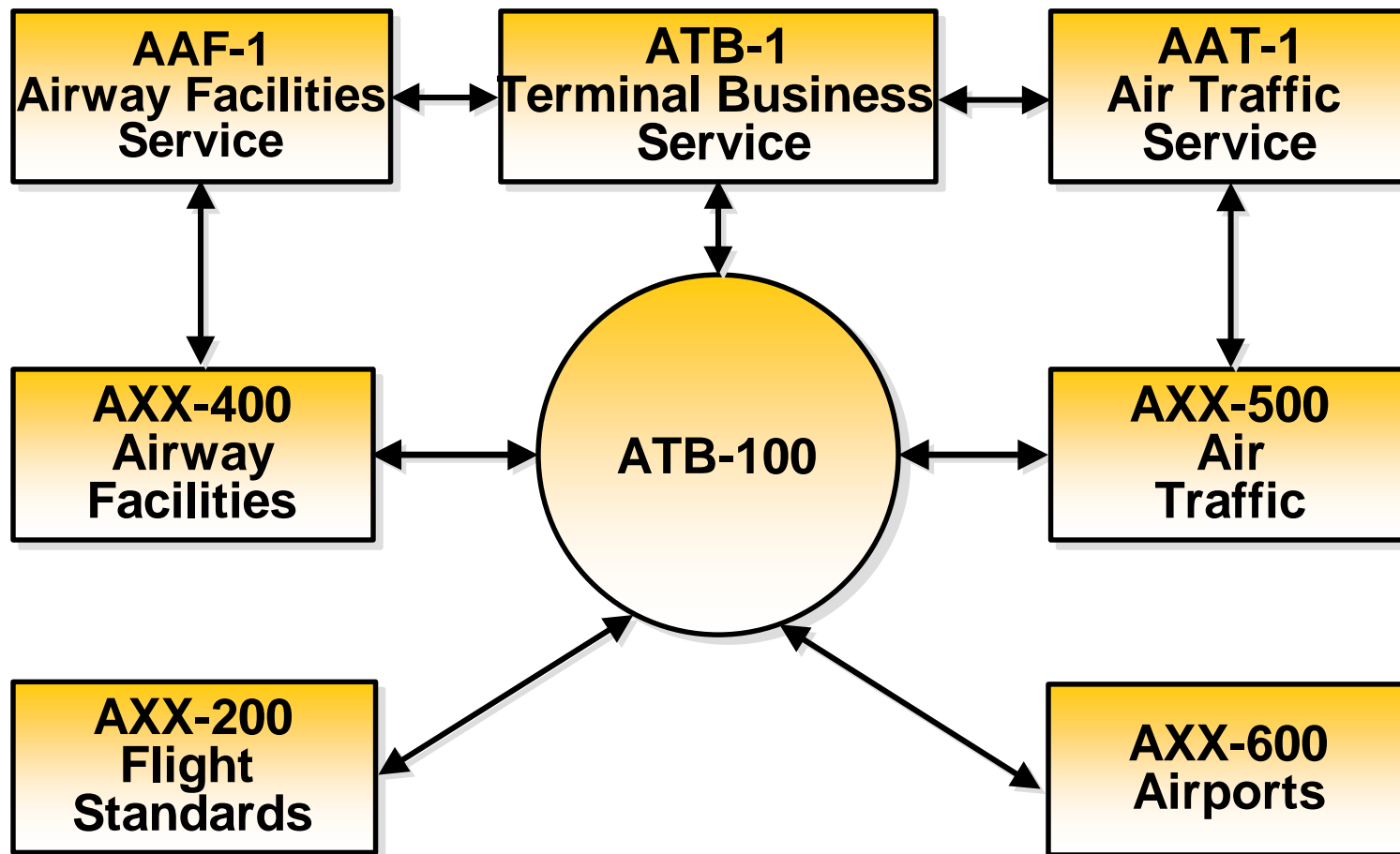
Regional Presence: ATB-101-109

- Nine Terminal Business offices, one in each Region
- The role of the ATB-100s will be to
    - Collect the information used to define the work plan
    - Reach agreement on Regional priorities
    - Participate in defining national priorities and the work plan
    - Ensure the work plan can be executed by the Region
    - Execute the work plan
- ATB-100s are fully integrated members of the ATB management team.
- Regional Administrators will
    - Act as executive sponsor
    - Actively support and facilitate the ATB-100 program manager

Planning and Integration

Prioritized Regional Plans →

Nat'l Plan with ATB

Executable Plans

R1

LIT
ABQ
OKC
IAH

DFW

a. Nat'l deployment

b. Regional projects

c. Airport req.

d. Infrastructure req.

e. Life Cycle req.

R2

Integrated Programs Prioritized by Region

R9

DAB
MOB
MCO
MIA

ATL

a. Nat'l deployment

b. Regional projects

c. Airport req.

d. Infrastructure req.

e. Life Cycle req.

Terminal Regional Requirements Process

IDT Process

AXX-470 Validate and Prioritize

AF Field Requirements

AXX-200 AXX-600 IC

Coordination With ATB-10X

ATB

ATP

AXX-510 Validate and Prioritize

AT Field Requirements

Requirements Review (43, 50, 200, 470, 510, 610, AVN, IC, ATB-10X) *

Terminal F&E Budget Requirements

Energy HAZMAT & Safety

IFBE/ IFBET

ATB Funding

Local Projects

Implement Thru Existing Project

OPS AF/AT

Execution

ATB

* National SOP (TBD)

SW N 2500.50
SO N 2500

Regional POCs

- Will develop standardized processes for planning, integration, and execution of terminal projects
- Will develop an administrative framework and processes for future ATB-100s
    - Financial management
    - Resource requirements, space, etc.
    - Implementation strategy for standardized tool set
- Detailed to ATB for 90 days
- Matrix team representative of AF, AT, Airports

Regional POCs

Region	Airports	Airway Facilities	Air Traffic
AAL			Rosey Vasquez, AAL-510
ACE		Ed Noulin, ACE-422	
AEA			Mike Catarozulo, AEA-510
AGL	Ben Deleon, AGL-610		
ANE		Kermit Wieselquist, ANE-420	
ANM		Bob Kitson, ANM-420	
ASO			Carmel Leese, Acting ASO-510
ASW		Bill Phipps, Asst ANI	
AWP			Sally Savage-Lebhart, AWP-510

Results We Expect To See

- Shared priorities
  - Less rework
- A single integrated plan
  - Fewer disconnects and less replanning
  - More efficient and effective use of workforce
- Integrated response to budget instabilities
  - Limit programs and capabilities affected
- Merged processes
  - Increased accountability and responsibility
  - Inclusion of all skills and people
    - Increased communication and ownership
    - Less "finger-pointing"
  - Integrated, web-based tools to manage priorities, integrated schedule, budget, CM, etc.

Terminal Business Service (ATB):
Strategic Framework

ATB

Purpose

- Describe ATB business objectives, balanced scorecard, and related measures
- Describe the ATB prioritization process, model, and criteria
  - Compare this with existing FAA prioritization criteria

ATB Strategic Management Framework

Reduction of Risk to Today's Needs

Reduction of Risk to Future Needs

Results
Provision of Integrated Terminal Capabilities

Maintain Effective Relationships

Be a Credible and Reputable Organization

ATB Strategic Framework

FAA and ATS Strategic Plans and Goals,

Achieve balance among stakeholders

ATB Strategic Business Objectives

Set priorities to clarify objectives

Four Focuses: Customer, Financial, Internal Processes, and Growth and Learning

ATB Balanced Scorecard

Prioritization Criteria

Service Gaps and Internal Initiatives

ATB Integrated Plan

Take action to realize targets

ATB Strategic Business Objectives

DOT Goals
- DOT Strategic Plan 2000-2005
- DOT Performance Plan (FY2001)

FAA Goals
- FAA Strategic Plan, June 2000
- DOT/FAA Performance Agreement, FY2001, Draft

ATS Goals
- ATS Performance Plan FY2001-2003

ATB Mission

ATB Goals
- ATS Performance Plan FY2001-2003

DOT Mobility Strategic Goal
- Reducing aviation delays

FAA Mission Driven Goal:
- System Efficiency
  - increase availability & reduce delays

ATS System Efficiency Goal:
- Sustain Operational Availability of NAS Capabilities

Provision of integrated terminal air traffic capabilities

ATB System Efficiency Goal:
- Sustain Operational Availability of Terminal ATC Capabilities

ATB Balanced Scorecard

Balanced scorecard focuses on business objectives

Customer Focus (external focus) Service today and service tomorrow 　Existing and new benefits 　Architecture vision, 　Efficiency, safety, security, flexibility, 　capacity, and availability	Financial Focus Cost of ownership Return on investment Ease of growth Lifecycle cost Cash flow/expenditure profile
People in work environment Capability of ATB workforce Learning and Growth Focus	Process efficiency Effectiveness of work environment 　Ease of use 　Support processes 　Maintainability Maintainability of ATB integrated capabilities Internal Focus

ATB Balanced Scorecard - Example

ATB System Efficiency Goal: Sustain operational availability of terminal ATC capabilities

Customer Focus (external focus)	Financial Focus
Sustain 5-year average operational availability of reportable facilitates required to deliver terminal ATC automation capabilities (99.5%)	Bring high failure rate components within life expectancy
Identify 10 most common reasons for terminal ATC automation capability operational interruptions. Develop and implement mitigation plan for each. **Learning and Growth Focus**	Reduce cycle time to restore terminal ATC capability Accomplish ATB integrated plan milestones on time **Internal Focus**

Balanced scorecard focuses on business objectives

ATB Balanced Scorecard - Example

Objectives	*Measures*	*Targets*
ATB System Efficiency Goal: • Sustain operational availability of terminal ATC capabilities	**Customer Focus** Sustain 5-year average operational availability of reportable facilities required to deliver terminal ATC automation capabilities **Financial Focus** Number of high failure rate components brought within lifecycle **Internal Process Focus** Reduction in cycle time to restore terminal ATC capability Number of ATB integrated plan milestones accomplished on time **Learning and Growth** Identify 10 most common reasons for terminal ATC automation capability operational interruptions. Develop and implement mitigation plan for each.	**Customer Focus** Terminal ATC automation capability availability of 99.5% **Financial Focus** 10% of high failure rate components within lifecycle **Internal Process Focus** 5% reduction in cycle time to restore terminal ATC capability 100% of ATB integrated plan milestones accomplished on time **Learning and Growth** 10 most common reasons identified and mitigation plan for each included in next year's internal initiatives

Prioritization Alignment

Projects

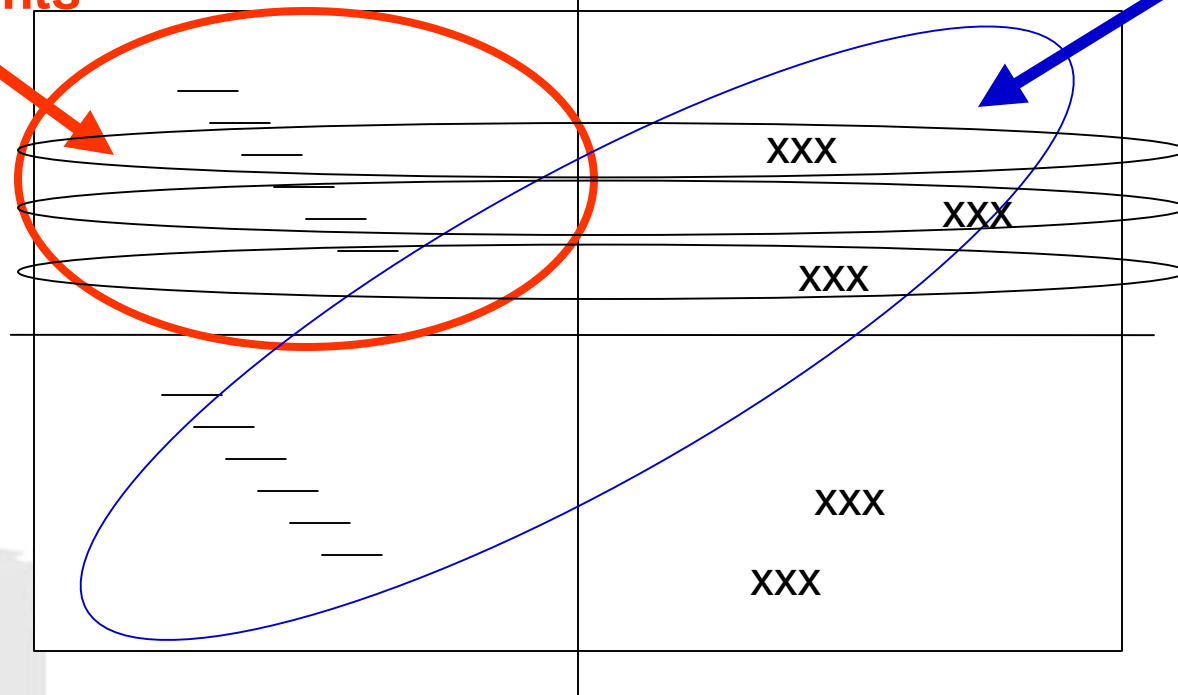Planned | Not Planned

ATB - Capability by Site

Top Airports

Rank-Ordered Sites

Remaining Airports

xxx
xxx
xxx
xxx
xxx

Today - Single Project
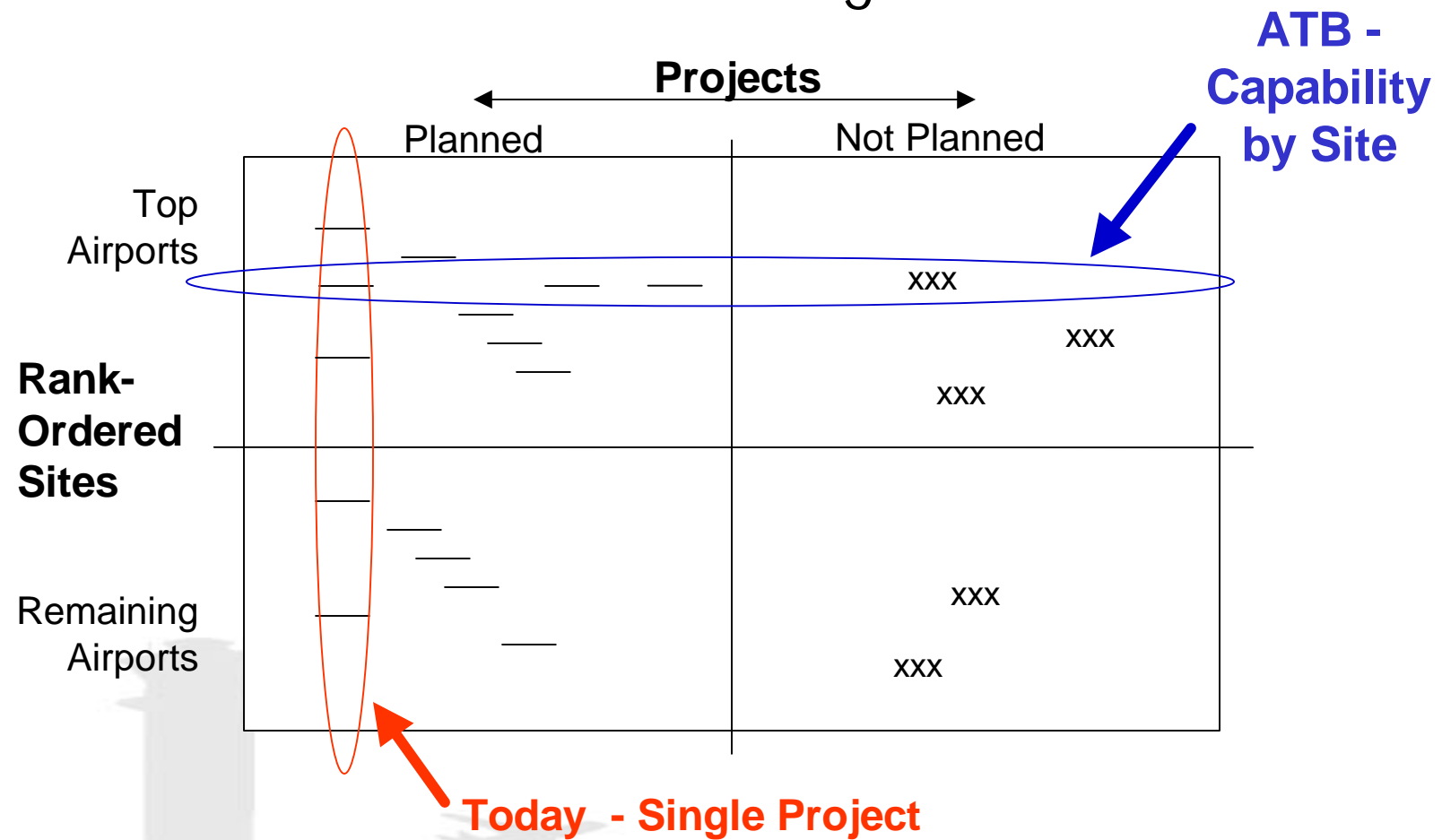
Prioritization Trade-off

ATB Principal Commitments

Risk Mitigation Trade-offs

Projects

Top Airports

Remaining Airports

xxx
xxx
xxx

xxx
xxx

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Prioritization Trade-off - Example

ATB System Efficiency Goal: Sustain operational
availability of terminal ATC capabilities

ATB Principal Commitments

Projects

Top Airports

Remaining Airports

xxx
xxx
xxx
xxx
xxx

Sites with relatively high non-availability rates - mitigation is replacement of key components **versus** *implementation of additional maintainer training*
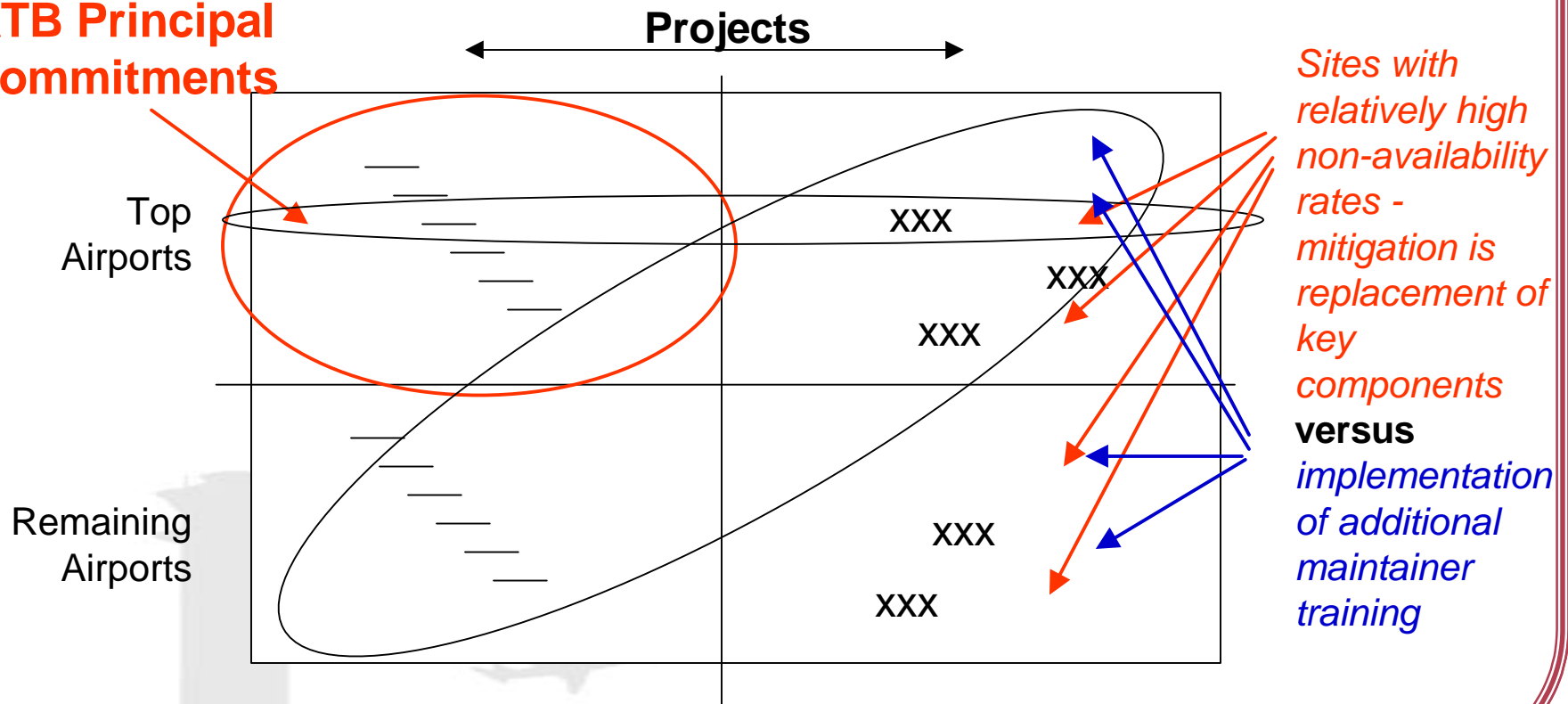
Prioritization Quadrants
Prioritization quadrants reflect balanced scorecard

Customer Focus (external focus)	Financial Focus

Service today and service tomorrow
    Existing and new benefits
    Architecture vision,
    Efficiency, safety, security, flexibility,
    capacity, and availability
	Cost of ownership
	Return on investment
	Ease of growth
	Lifecycle cost
	Cash flow/expenditure profile

People in work environment
Capability of ATB workforce
 	
Learning and
Growth Focus
	Process efficiency
	Effectiveness of work environment
	    Ease of use
	    Support processes
	    Maintainability
	Maintainability of ATB integrated capabilities
	
	Internal Focus

Prioritization Quadrants

Comparing packages in multiple dimensions

How do you compare apples and pig iron?

Customer Focus

Financial Focus

Contribution of
Package 1

Contribution of
Package 2

Contribution of
Package 3

Learning and
Growth Focus

Internal Focus
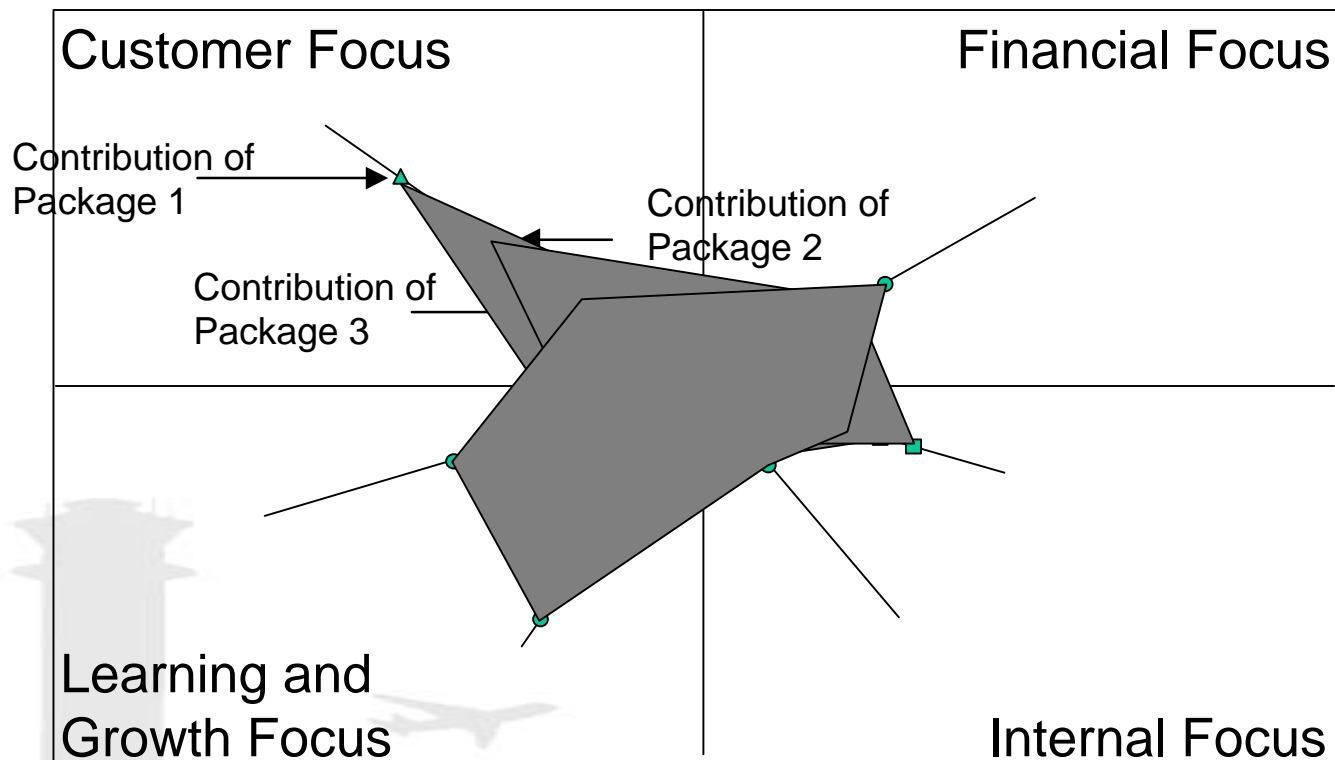
Prioritization Quadrants - Example

ATB System Efficiency Goal: Sustain operational
availability of terminal ATC capabilities

Package 1: Replace key components at high non-availability sites
Package 2: Implement additional maintainer training at sites where training is key risk factor

Customer Focus

Financial Focus

Package 1

Package 2

**Select alternative
relative to ATB
ongoing progress
on balanced
scorecard**

Learning and
Growth Focus

Internal Focus
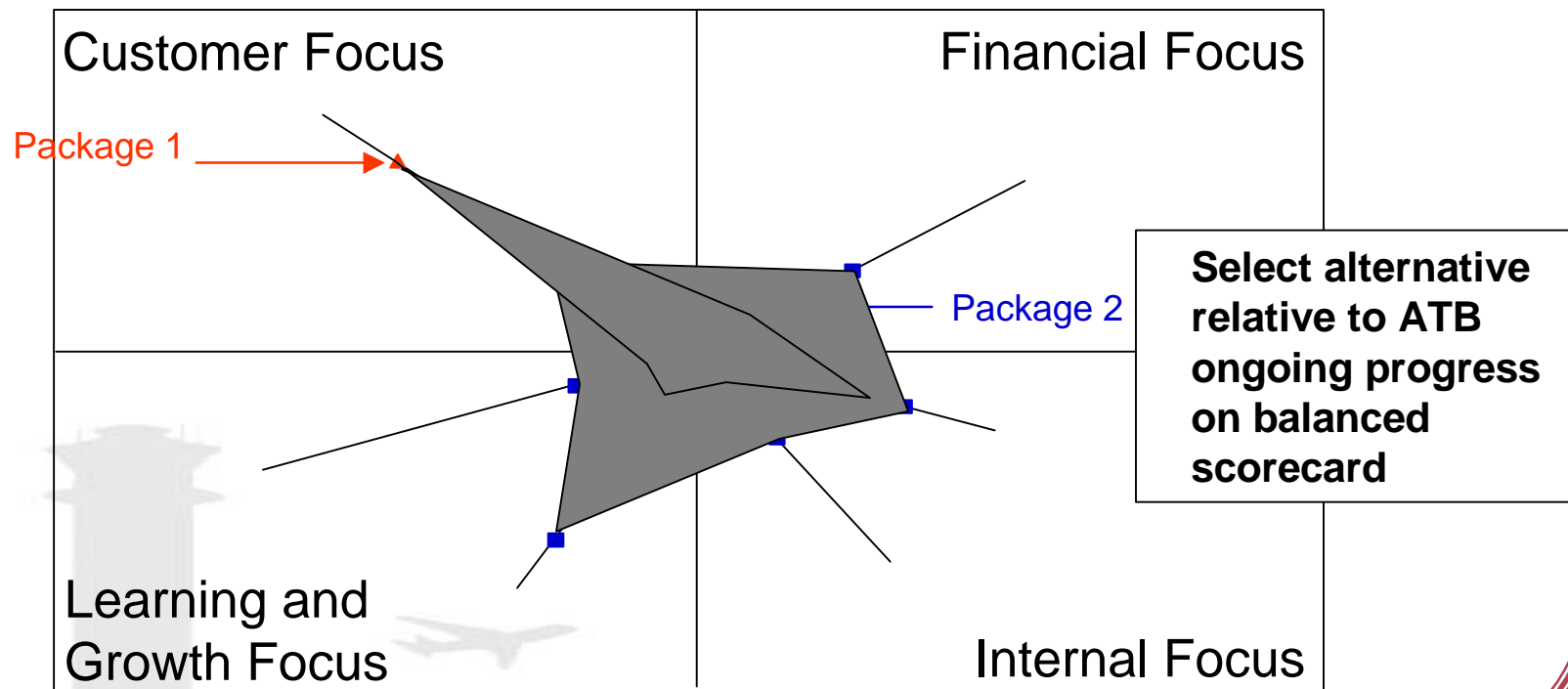
Prioritization Quadrants
Proposed financial points of comparison

- Reduced operational costs, including personnel costs
- Ratio of impact in operational cost to implementation cost, including personnel costs
- Ease with which future service needs can be met
  - Size of expenditure required to modify for future service
- Impact on lifecycle cost of capability
- Ratio of expenditure profile to discretionary funding

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ATB Integrated Plan
Integrated resource-loaded schedule by site

Projects

Planned | Not Planned

ATB - Capability by Site

Top Airports

Rank-Ordered Sites

xxx
xxx
xxx

Remaining Airports

xxx
xxx
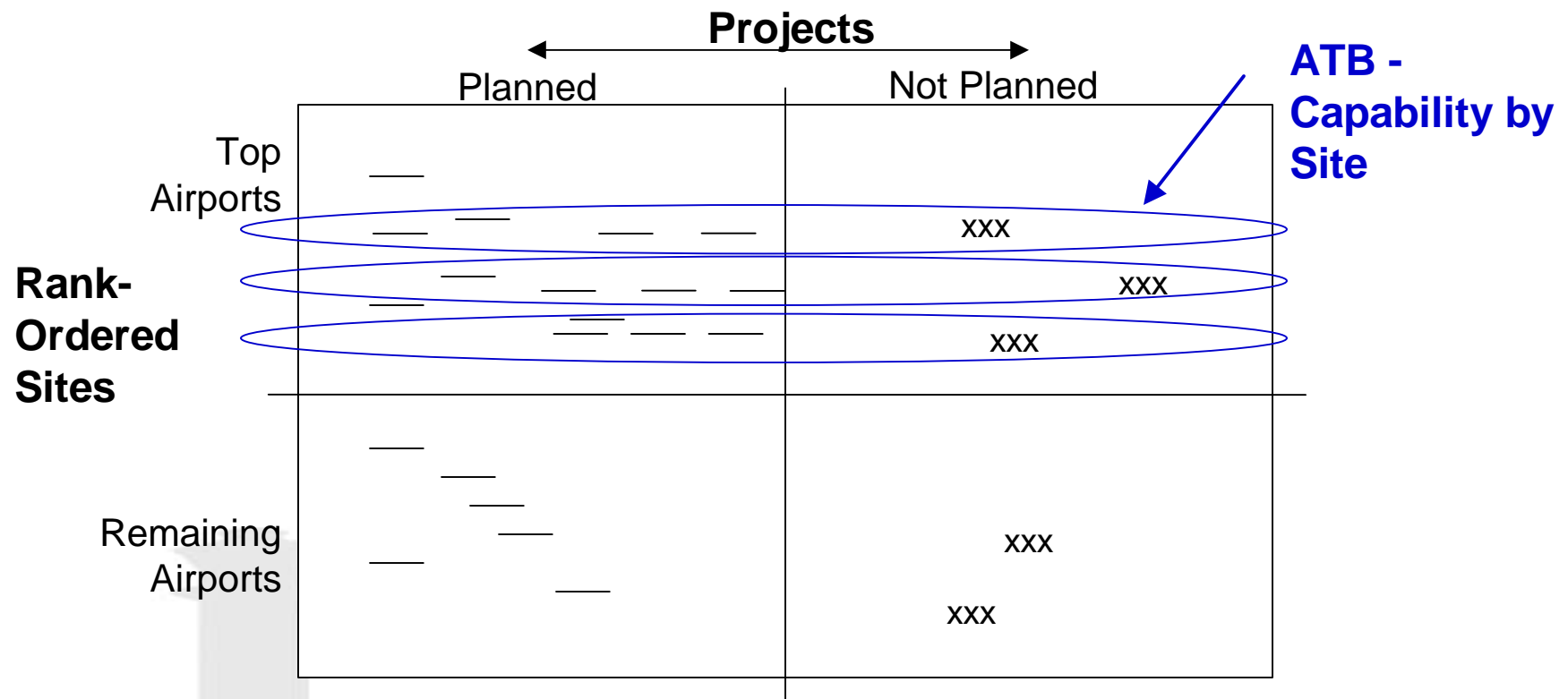
Integrated Plan - Example

ID	Task Name	00 Qtr 3	Qtr 4	2001 Qtr 1	Qtr 2	Qtr 3	Qtr 4	2002 Qtr 1	Qtr 2	Qtr 3	Qtr 4	2003 Qtr 1	Qtr 2	Qtr 3	Qtr 4	2004 Qtr 1	Qtr 2	Qtr 3	Qtr 4
311	**Miami (MIA)** **(TRACON)**							4/1 B ◇——————◇				5/1 C							
312	Site-Prep (Scope 1)							◆ 5/1											
313	Scope 2 Complete							◆ 4/1											
314	IOC											◆ 5/1							
315	**Pompano** **(Tower)**							5/1 B ∧——————∧ 5/1 A				5/1 C							
316	Site-Prep (Scope 1)							◆ 5/1											
317	Scope 2 Complete							◆ 5/1											

Scope 1: $154K
Scope 2: $214K
STARS: $$

Scope 1: $142K
Scope 2: $58K
STARS: $$

Legend:
A: Start of Scope 1 (facilities mods due to STARS) effort
B: Start of Scope 2 (other required facility mods) efforts
C: IOC

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Prioritization Comparison

- Before ATB
  - By project
  - Cost/benefit
    - new benefits only
  - Reductions taken across all (or mostly all) projects by percent
  - HQ-centric
  - Personality driven

- ATB
  - By capability at a site
  - Return on Investment
    - including cost of ownership
  - Reductions taken by integrated capability by site
  - Service-centric
  - Risk to service today and in the future
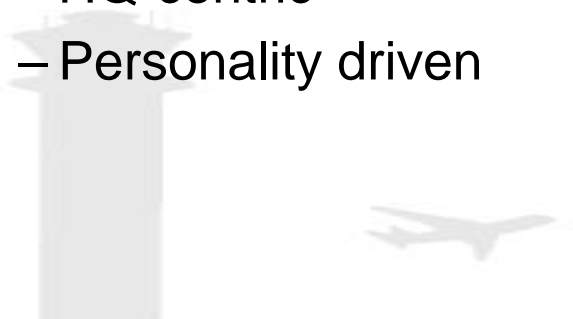
Conclusion

- Strategic framework allows us a mechanism to focus on capability
    - Balance existing and new
- The multiple focal points of a balanced scorecard allow us to maintain a rational balance between priorities
    - Retain the overall balance within business unit

Terminal Business Service (ATB):
Communications

Communications Tasks

- Develop communications strategies/materials
- Coordinate with Public Affairs
- Internal communications
    - Web
    - Publications
- Public relations
    - Strategies
    - Execution
- Major event planning (field and HQ)

Inside FAA/ATB

- Brief Regional Management Teams
- Coordinate with FAA Public Affairs
- Coordinate with FAA Government and Industry Affairs
- Internal communications
  - Quarterly ATB journal
  - Web page
  - Telcons
  - Brown bags/listening sessions

Outside FAA/ATB

- External audiences (trade press, Congress, alphabet groups, industry)
  - We use the information you provide, combine it with information from other field sources and HQ, and form a coherent message
    - We need "all the pieces" from you--good news and not-so-good news
    - A preemptive strike is more effective than damage control
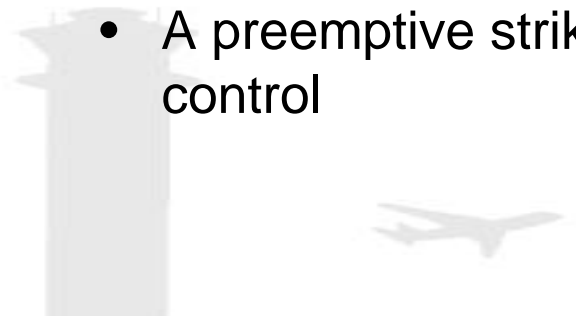
Today's Environment

- The FAA and ATB are under intense scrutiny
  - Congress, media
- It is vital to keep ATB-1 informed
  - ATB-1 is accountable for terminal capabilities
- We need to send the *right* information to the *right* people, in a timely manner

Video available for viewing (15 minutes)

Jane Garvey

House Appropriations Committee

Transportation Subcommittee

March 28, 2001

How We Work

- Single message based on common priorities and integrated plan
- Single point of contact:
  - One place to go for status of terminal capabilities and plans
  - Integrated set of web-based tools to support configuration management and scheduling across all levels of the terminal business service
- Give us a heads-up
  - Helps ATB-1 gain a perspective on a potential problem
  - Email to Sandy Hershey and Andrea Haines
  - Please contact us *first*
    - We will coordinate with FAA Public Affairs
- It goes both ways
  - Call us with questions or information requests

Web Site

http://www.faa.gov/ats/atb

Suggestions, comments to:

Andrea Haines 202-314-1185

Frequently Asked Questions

Why are we doing this?
- To address agency performance issues
- To make better use of resources
- To put the agency on a firm business footing
- To provide a single point of accountability

What is the mission of the Terminal Business Service (ATB)?
"The provision of integrated terminal air traffic control capabilities."

What are the three things that this organization will do?
- Integrate planning and funding
- Merge processes (to provide better hand-offs, transitions)
- Leverage the work force

ATB will consolidate funding, people, planning, and processes in a single organization that will provide terminal air traffic control capabilities to controllers and systems specialists and will improve delivery of service to the aviation industry. (Controllers and systems specialists are outside ATB.) ATB responsibility for the capabilities will begin with allocating requirements within ATB and will continue through 2^{nd}-level maintenance.

Is this a Special Projects Office (SPO)?
No. SPOs deliver special projects. There is nothing special or project-based about what we are doing. ATB aligns people and money around delivering and sustaining the capabilities needed to deliver terminal services. The organization provides continuity and ongoing support for the capabilities after they are fielded. We will not throw it over the fence and leave.

Is this just a way to "fix" STARS?
No, STARS is only the catalyst. It's driving the timing, not the design. The Administrator decided in October 2000 that she needed the business improvement right away and she couldn't afford to delay it.

How will ATB change the way we do business?
- Everyone in ATB belongs to the same organization and is working toward the same organizational goals.
- ATB consolidates and integrates all skills required to provide the capabilities.
- ATB integrates all skills to provide integrated product delivery.
- Priorities are clearly communicated and understood across ATB.
- There is a single integrated and prioritized plan for providing terminal ATC capabilities. The plan includes all activities and team members.
- ATB sets its own internal budget allocations, making it easier to take money and apply it to risk areas. For example, instead of "salami slicing" many terminal

projects, the business unit could decide to slip all activities for a single capability (slipping all activities for a single new TRACON--while keeping other new TRACONs on schedule).

- Having a single point of authority reduces coordination lead times.

What's this going to do for me?
You will be part of an organization with integrated planning and execution capabilities, with a set of clear organizational priorities. In terms of day-to-day operations, this means:

- Better information to make informed decisions
- Integrated work planning to eliminate redundancies and bottlenecks
- Integration between operations and acquisition to provide seamless hand-offs and transitions

How many people are involved and what organizations do they come from?
At start-up, we expect approximately 340 people will be part of ATB. These people will come from ARU, ANS, ANI, AUA, AOS, ACT, AND, ARR, ASD, and AAF. (In some cases only 1-2 people from the organization will join ATB.)

How will this affect the unions? Which unions?
NATCA
- AOS-400 OSFs
- ANI engineers in EC/IC
- AOS 260/270 at Atlantic City - MOU in place
AFSCME at FAA headquarters (two locals)
NFFE - ACT
AFGE - AOS in Atlantic City

If you have additional questions that should be included in the ATB Frequently Asked Questions, please send them to andrea.ctr.haines@faa.gov.

WHY ARE WE DOING THIS?

- Given the pressures from outside and the challenges faced within the FAA in the last several years, Mrs. Garvey decided in the fall of 2000 to task several senior executives with establishing a performance-based organization **to improve business processes** in the FAA. The first new organization is the Terminal Business Service (ATB).
    - Over the past several months, many different people from diverse FAA organizations have worked to put the framework of this concept in place.
        - To create the framework, the ATB Design Team identified the core processes that are necessary to fulfill the ATB mission ("the provision of integrated terminal air traffic control capabilities").
        - Once the core processes (Define, Design, Build, Deliver, and Support) were identified, the next challenge was to identify the organizations that were necessary to enable those processes.
        - The new organization needs elements of operations and acquisition. It was decided that ATB belongs in an operations organization. ATB reports directly to ATS-1.
        - These activities created the initial structure for the ATB. The structure is intended to be an enabling form that allows work to continue uninterrupted in the sectors. Service-level functions and organizations choreograph the sector activities to ensure the capabilities are coming together, instead of allowing us to continue with a "project-oriented" focus.
- This **shift in focus from product delivery to service delivery** is the key enabler for the ATB to ensure the provision of integrated capabilities.
    - This approach allows us to measure our progress. Instead, of considering success or failure of a specific project (or component), we measure ourselves against the provision of integrated capabilities. This means answering the question "Did everything necessary for the capability come together at the appropriate place and time?"
    - ATB is *not* an acquisition organization; ATB is *not* an operations organization. Instead, it is best characterized as an "enabling organization".

WHAT DO WE DO DIFFERENTLY?

- Whether we are talking about our sustainment efforts or our work to modernize and replace existing capabilities, we all operate in support of a prioritized and integrated plan.
    - There are no more outsiders in the provision of terminal ATC capabilities. Organizations were brought into ATB so that no one could consider himself/herself to be "external" to the process. (Or, as Mark Twain observed, "When you get people in the same boat with you, they won't drill any holes in it.") By forcing different organizations to become one, it is now possible to clearly delineate the accountability and authority that exist and to ensure the provision of integrated capabilities can occur.
- The ATB integrated **plan is prioritized** to mitigate risk to service. Decisions on changes to the plan are based on how they affect service. If an external entity (Congress, for example) asks for a change in the integrated plan, ATB will be able to analyze the request and assess the specific impact(s) on service.
    - Our mission requires that all parts of ATB work together to create success. We need to think about how our individual jobs contribute to getting the capability into

the field, keeping it operating once it's there, and serving as a vital link in enabling others to do their jobs. (One of the statements supporting the ATB core value of "accountability and risk-taking" states that "We hold ourselves and each other accountable for delivering integrated terminal ATC capabilities." Another statement says, "We do not allow the ATB to fail by failing to take action ourselves.")

- ATB will be judged by how well or how poorly we execute the core processes (Define, Design, Build, Deliver, and Support) and how well we are able to maintain the integrated plan. (There should be fewer pop-ups each year.)
  - ATB was designed around the work and the core processes. Your organization was brought into ATB because you have something significant to contribute to the core processes. ATB contracts out what isn't a core process.
  - We know who is accountable for what. We know the plan and we know our role in the plan.
  - In a performance-based organization, accountability and authority are evident not only in the structure, but also in the processes. That is why we must continue to work on embedding detailed processes in the framework that has been established.
    - ATB is working on putting in place a set of IT tools that will help us do our jobs. These tools will enable us to interact with one another via the web and will help to ensure that we are all working with the same understandings.
    - Over the past several months, other ATB resources have focused on developing an integrated plan to replace the ARTS IIIA systems. This plan forms the basis for a major element of our work through 2004.
- Who's our customer? The flying public has the highest priority in ATB. We deliver products to the operators (controllers) and the maintainers, but service is our first priority.

WHO DO YOU GO TO IF YOU HAVE A PROBLEM?
TBD—more information will be made available.